

MADRID FOOD BANK: 20 YEARS WORKING ON VOLUNTEERING PROJECT IN FAVOR OF NEEDED PEOPLE

De los Ríos, Ignacio ¹; Polo, Carmen ²; Otero, Pilar ³; Castaño, Javier ⁴

¹ Universidad Politécnica de Madrid. GESPLAN, ² Directora del Banco de Alimentos de Madrid. Investigadora Titular CSIC, ³ Cátedra Banco de Alimentos UPM, ⁴ Cátedra Banco de Alimentos-UPM

The debate around Food Banks has reactivated at international level, especially in moments of economic crisis. Nevertheless, few scientific papers have focused on analysing the success factors of their management as institutions that work through projects, neither on estimating their social impacts.

This paper aims to analyse the Madrid Food Bank which has more than 20 years of learning process based on the "Working With People" (WWP) model, which integrates experienced and expert knowledge of the project stakeholders as well as analysing various projects that have been carried out: Great Food Collection, Kilo Operations, Awareness journeys, etc.

Results show success in their project management and therefore in the effects generated on the population since its foundation in 1994. During the last years, the creation of new University-Company bonds such as the Food Bank Chair has allowed the expansion of the scope of its actions and projects. The generation of trust in society, its organizational structure and its human capital are the key elements of the achievements of the Food Banks, managing to reach up to 172.400 people and 546 institutions over the past year.

Keywords: Food Banks; Project Management; Poverty; Social responsibility; Volunteering; Madrid

EL BANCO DE ALIMENTOS DE MADRID: 20 AÑOS TRABAJANDO EN PROYECTO DE VOLUNTARIADO A FAVOR DE PERSONAS NECESITADAS

El debate en relación con los Bancos de Alimentos se ha reactivado a nivel internacional, especialmente en momentos de crisis económica. Sin embargo, pocos trabajos científicos se han centrado en analizar los factores de éxito en su gestión como entidades que funcionan por proyectos, ni en estimar sus efectos en la sociedad.

En este artículo se analiza, desde un proceso de aprendizaje de más de 20 años, el Banco de Alimentos de Madrid. Desde modelo Working With People (WWP), el cual integra el conocimiento experto y experimentado de los agentes implicados en la dirección y gestión, se analizan los distintos proyectos realizados: grandes recogidas, operaciones kilo, jornadas de sensibilización, etc.

Los resultados evidencian el éxito en la dirección de los proyectos y los efectos generados en la población desde su fundación en 1994. En los últimos años, la creación de nuevos vínculos Universidad-Empresa como la Cátedra Bancos de Alimentos-UPM está ampliando el alcance de sus acciones y sus proyectos. La generación de confianza en la sociedad, su estructura organizativa y su capital humano son los principales factores del éxito de su gestión, logrando atender 172.400 personas y 546 entidades durante el último año.

Palabras clave: Banco de Alimentos; Dirección de proyectos; Pobreza; Responsabilidad social; Voluntariado; Madrid

Correspondencia: Ignacio de los Ríos ignacio.delosrios@upm.es

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1. Introduction

Food waste is currently one of the most widely talked about topics (Ceballos et al, 2015; Escarcejo et al, 2015; Evans et al, 2013; Segré y Gaiani, 2012). According to the FAO (2014), 25,000 people die each day from starvation across the world. The problem is not with the lack of production in order to meet global food demand, rather it is the fact that 1/3 of the food that is produced annually is wasted, which means that 1,300 million tonnes of food are wasted each year (FAO, 2014). At a European Union level, 125 million people (25%) are at risk of poverty or social exclusion (Eurostat Nov, 2014), and 89 million tonnes of food are wasted each year (European Union Committee, 2014).

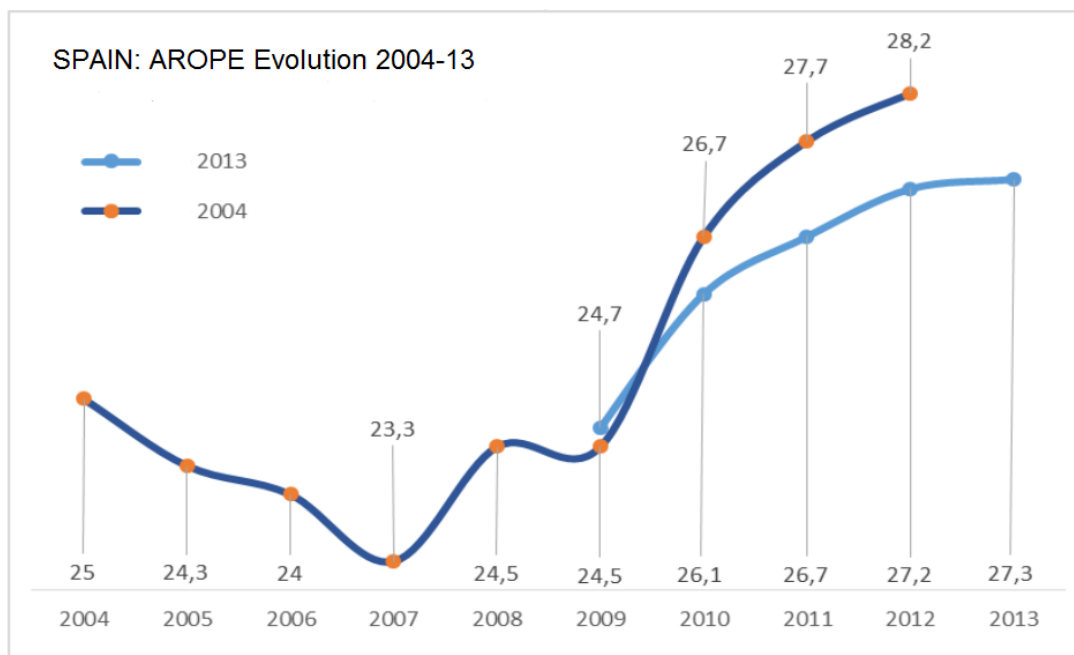
In light of this situation, the scientific debate has been revived at an international level, highlighting the relevance of Food Banks and their effect on society on a global scale (Riches, 2011; Gentillini, 2013; Lambie-Munford, 2013; Tarasuk et al, 2014; Perry et al, 2014; Forcada et al, 2015; Rovati, 2015; Garthwaite, et al 2015; Kim, 2015; Santini and Cavicchi, 2014; Rovati and Pesenti, 2015; De los Ríos et al, 2015). However, very few studies (González-Torres et al, 2015; Schneider, 2013) have focussed on analysing the success factors of Food Bank management, as organisations which operate through projects and aim to resolve complex problems.

These studies emphasise that rational and responsible consumption is necessary amongst society. Waste and irrational consumption have a human impact, create huge financial losses and damage the natural resources which humanity depends on to eat (FAO, 2014). The consequences of irrational consumption affect future generations of the most developed countries and the populations of the Southern World (European Union Committee, 2014). As a result, new strategies are required in order to overcome this critical challenge, creating awareness and training processes for all of society (Montagut y Gascón, 2014). Schools and universities (as authorities responsible for training) should take responsibility for training people and developing rational and responsible attitudes in order to avoid food waste.

At a European level, the **European Federation of Food Banks** (FEBA), which has the objective of fighting hunger and waste in Europe, stands out. It combines 257 Banks which operate across 22 countries in Europe. Spain is the sixth country in the EU in terms of the amount of food waste, with 7.7 million tonnes each year and three million people living in severe poverty in Spain (FAO, 2014). The Food Banks in Spain occupy the top spot in Europe in terms of volunteer activity, with its 55 Food Banks out of a total of 257 Banks in Europe (FAO, 2014). The activity of Spain's Food Banks is therefore relevant in Europe, having grown by 70% in the last 5 years (FESBAL, 2015) both in terms of the number of tonnes of food distributed, the number of entities involved and the number of beneficiaries (disadvantaged groups) who receive the food.

At a European level, the AROPE index (At-Risk-of Poverty and Exclusion) is defined according to the risk of poverty, material scarcity and low levels of employment (INE, 2015). This index defines someone as being at risk of poverty or social exclusion if their income falls below the poverty threshold and/or they suffer from a severe lack of resources and/or they live in a household with low employment levels (Eurostat, 2014: 26). In Spain, this index has increased since 2007 (figure 1) reaching 27.3% of the total population in 2013 with 12,866,431 people at risk of poverty and/or social exclusion (EAPN, 2015).

Figure 1: Evolution of the AROPE Index in Spain 2004-2013



Analysing this indicator by Autonomous Communities, the Community of Madrid is 7.5 points below the average percentage (INE, 2015) with 1,305,606 people considered at risk of poverty or social exclusion. This places the Community of Madrid in fourth place (after Andalucía, Valencia and Cataluña) in terms of the number of people considered as poor (EAPN, 2015). The current situation in Madrid has led to an increase in demand for the services provided by Food Banks in Madrid, meeting the needs of a large number of people at risk of poverty. Their long trajectory in terms of attaining and donating food has made them one of the most reputable and valued entities amongst society. In 2014 alone, the Madrid Food Bank served 162,956 people and 536 beneficiary entities (BAM, 2014). These days, the social work carried out by the Food Banks is undeniable, especially the Food Bank in Madrid based on the number of projects and activities. Over more than 20 years since it launched they have distributed over 100,000 million kilos amongst non-profit organisations in the Community of Madrid (BAM, 2014). This study demonstrates the experiences from over 20 years, with regards to managing volunteer projects in the Community of Madrid, based on one of the first Food Banks in Spain and one of the most important at a European level: The Madrid Food Bank.

2. Methodology

In order to analyse the management and effects of the projects implemented by the Madrid Food Bank across its 20 year history, the “Working with People” model (Cazorla et al., 2013) was used as a conceptual framework for planning and managing development projects in organisations operating in a complex social context (De los Ríos et al, 2015). The model also seeks the development of organisational competencies (AEIPRO-IPMA, 2014) based on “working with people” on projects jointly implemented with society. The WWP conceptual framework incorporates social learning processes for the sustainable success of the three dimensions. The *ethical-social* dimension considers the behaviours, attitudes and values of the people in the organisation who manage the projects. The *political-contextual* dimension involves the fundamental actions required in order for the organisation to create relationships so that it can work with the different groups involved, achieving public-private collaboration

amongst companies, administrations and citizens. The *technical-entrepreneurial* dimension is aimed at creating products and services for society based on quality standards and according to the organisations' own differentiating factors. Finally, the dimension that integrates the other three dimensions is *social learning* amongst the parties involved.

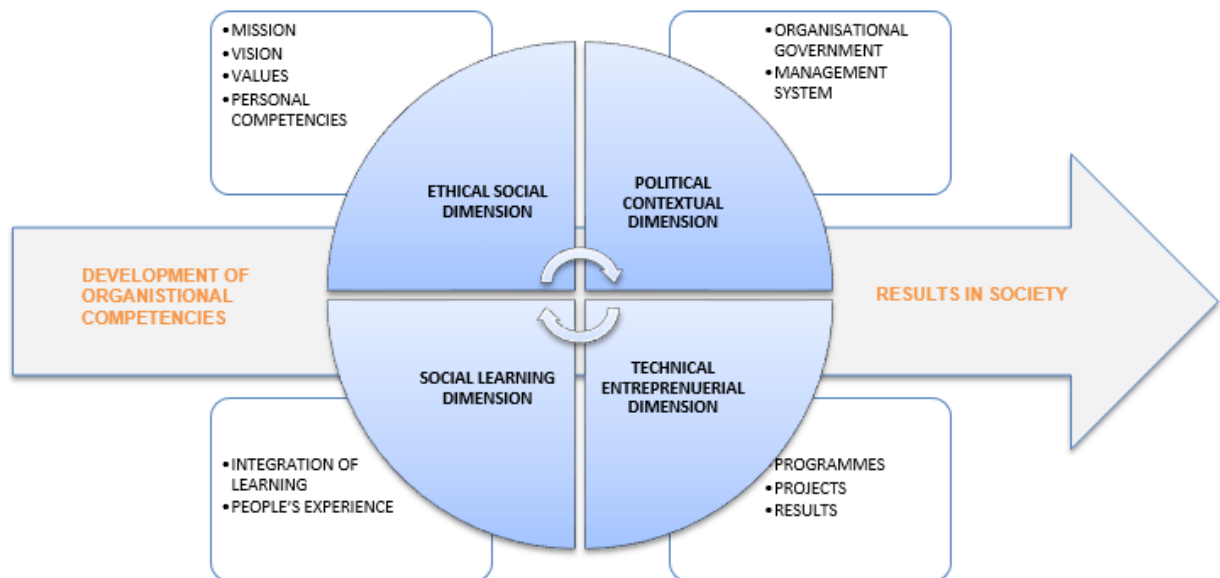


Figure 2: WWP model dimensions for organisational development

Based on this methodological framework, the results incorporate different sources of information:

- A) On one hand, **empirical information** has been incorporated. This has been obtained through the expert knowledge of the agents themselves, through various workshops and conferences with key agents from the Madrid Food Bank and associated organisations. In order to compile and manage this knowledge several participative tools were used: focus groups, workshops, interviews, and joint seminars for understanding and discussing the actions carried out. As shown in Table 1, the participants of these processes are from diverse professions, representing the different public, private and social areas involved in the Madrid Food Bank's activities; not only at a local and regional level in the Community of Madrid, but also at a national level with the Spanish Federation of Food Banks (FESBAL) and internationally (FEBA). This has facilitated improved points of view. The agents involved also demonstrate homogeneity with regards to volunteer projects, facilitating dialogue with the topics being debated. The workshops and seminars have been moderated by members of the UPM Food Bank research group, in association with the GESPLAN (Planning & Management of Sustainable Rural Development) research group at the Technical University of Madrid.
- B) **Secondary sources** have also been examined which were supplied by the Madrid Food Bank, created over the 20 years: historical information on the volunteers (current position, years of service, profession), official documentation (annual reports) and projects. In order to complete the analysis on the project management's success, a review of the Fundación Lealtad index has been carried out (Fundación Lealtad, 2015).

Table 1: Organisations Involved

Organisations	Mission, vision & strategy	Project Remit
Madrid Food Bank	Fighting hunger and waste in the Community of Madrid	Local-Regional, Community of Madrid
Spanish Federation of Food Banks (FESBAL)	Fighting hunger and waste in Spain, in association with 55 Food Banks at a national level, as general partnerships, representing their interests at a European level	National & European
European Federation of Food Banks (FEBA) eurofoodbank.eu	Fighting hunger and waste in Europe, in association with the National Federations of Food Banks. Brings together 257 Banks operating in 22 countries across Europe	European & International
UPM Food Bank Chair	Promote relations between Universities, Companies & Society in order to train, create knowledge, share technology to avoid waster and promote rational consumption	International, National, Regional & Local

3. Results

Based on the previous “Working With People” methodological framework, the results are presented based on the model’s three dimensions: technical-entrepreneurial, political-contextual and ethical-social. The Madrid Food Bank’s different strategies and volunteer projects for fighting hunger and waste in the Community of Madrid are analysed.

3.1. Ethical-Social Dimension: Mission & Vision

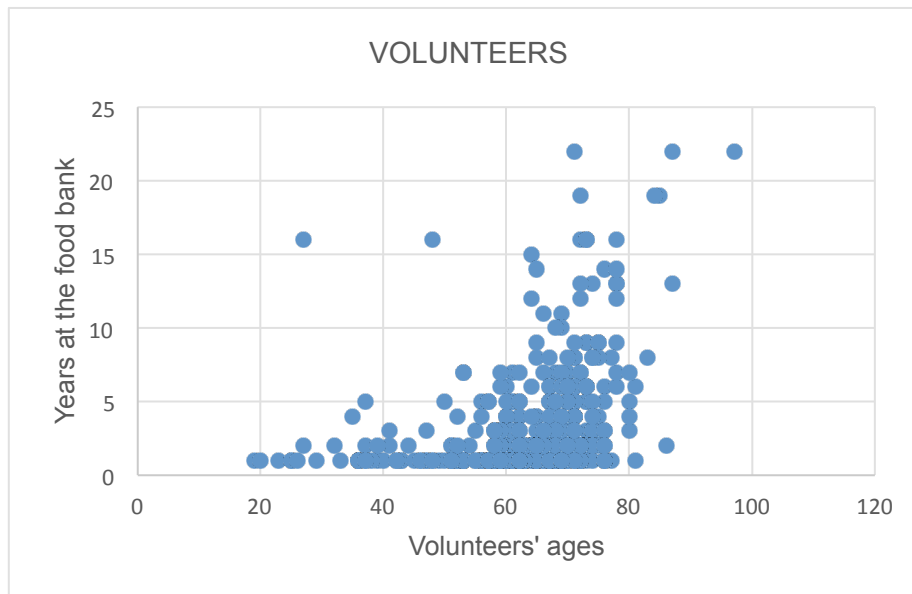
This dimension includes the behaviours, attitudes and values of those people who interact in order to promote volunteer projects carried out through the Food Bank. Since its creation in 1994, the “Madrid Food Bank” volunteer organisation has responded to a problem and alleviated the lack of food amongst families in Madrid (BAM, 2014). The Madrid Food Bank’s mission is to achieve general goals according to law 49/2002 for non-profit entities and financial incentives from sponsorship. Its actions and projects are characterised by the organisation’s volunteering mission to *“fight hunger and waste in the Community of Madrid”*, promoting social responsibility from a human dimension. According to this mission, the fields of activity *raise awareness of problems arising from hunger and the management of a food bank*. The beneficiaries of the activity are *“non-profit entities who serve people from population sectors with problems relating to hunger, unemployment, family neglect and people who need financial and material resources”* (BAM, 2014).

Whilst encompassing moral conduct and behaviours, this ethical-social dimension covers all of the Food Bank’s actions and establishes the ‘foundations’ for people (from different public and private fields) to work together, with commitment, trust and personal freedom. The Madrid Food Bank, as is the case with other banks, is therefore based on a service aspiration, promoting a volunteering spirit and creating values amongst society. Its projects and activities would not be possible without the work of the volunteers who work daily in the Food Bank in a professional manner. According to the information analysed, which was provided by the Madrid Food Bank’s Human Resources Department, the volunteers are the main asset that allows the organisation to carry out projects. These volunteers fall into four categories: A) **Permanent** volunteers: The organisation has 350 permanent volunteers, mainly retired people who commit to an average of 3 4-hour morning shifts. B) Volunteers from **companies**: 517 company employees participated in the Bank’s activities and projects in 2014. C) **Occasional** volunteers: 16,000 volunteers participate occasionally in different

projects such as the “Great Food Collection”. D) **University** volunteers: through a “Curricular Experience Programme” for students from the UPM, several projects are being supported. Until now, 35 programmes have been offered in a coordinated manner.

The figure shows the link between volunteers’ ages and the number of years they have worked at the Bank; the retired people with less than 10 years of service stand out.

Figure 3: Link between the volunteers’ ages and the number of years they have worked at the Madrid Food Bank.



Based on its relationship with the UPM Food Bank Chair, training activity has been carried out involving young volunteers from the university in the Madrid Food Bank’s projects. These young volunteers who work at the Food Bank require direction and motivation in their work, with questions and answers such as: what is the Food Bank’s purpose? What do its actions contribute to society? What does it provide them with? (AEIPRO, 2014). As a result, various actions have taken place in order to answer these questions and communicate the mission, through lessons learned by the volunteers themselves. Training projects have also been carried out in order to improve people’s behavioural competencies, training university volunteers. These volunteer teams, coordinated by the Food Bank Chair, have designed the CORAL Programme (Rational Consumption of Food), aimed at the school environment to promote “zero waste” in Spanish schools. Over two years the results have been very positive and they have reached over 1,423 students (5th & 6th grade primary and 4th grade secondary) in 23 schools across Spain. The dynamics are based on ‘Project-based learning’, simulating a real work environment in order to raise awareness of team work and development of skills such as communication, negotiation, listening, planning and leadership. This team of young university students is interdisciplinary, with students from Industrial Engineering, Agriculture, Civil Engineering, Public Works, Architecture, Aeronautical, Forestry, Naval and Mining.

3.2. Political-Contextual Dimension: strategy for integration with other parties

Based on the aforementioned mission and vision, the Madrid Food Bank’s organisational management model includes processes for designing a “rapprochement strategy” and involving relevant parties, seeking to improve relations with companies, public administrations, the university and society in general. Its origins date back to 1994, as a

social organisation which started to carry out food collections in the Community of Madrid (BAM, 2014). The professional and strategic vision of the people who lead the organisation enabled it to implement its first strategic plan in 1996, with structured activity coordinated with Mercamadrid, one of the Community's key commercial groups. In 1998, a new agreement with the Community of Madrid enabled the Madrid Food Bank to move to its current head office at the San Fernando School, with capacity for 900 pallets. In the same year the Madrid Food Bank played a key part in creating the Spanish Federation of Food Banks (FESBAL). Its integration strategy and ability to negotiate with various parties enabled the Madrid Food Bank to continue growing, reaching large quantities of food (15 tonnes in 2002). In 2004, the Madrid Food Bank improved its strategy as a volunteer organisation, further strengthening its corporate vision through the implementation of a Prevention Plan and Communications Office (BAM, 2014).

In 2006 a strategic negotiation took place with the Ministry of Agriculture, Food & Environment's Spanish Agrarian Guarantee Fund (FEGA). This negotiation culminated in the signing of an agreement between the FEGA and the FESBAL for the distribution of surplus food from the European Union. As a result, the quantities distributed by the Madrid Food Bank increased considerably due to the transfer of surplus food provided by the European Community's Support Plan, reaching 10 million kilos in 2008 distributed to more than 600 beneficiary entities. Throughout their history, the Madrid Food Bank and FESBAL have received many prizes (the ABC volunteering prize, Community of Madrid Silver Medal, etc.), with the 'Príncipe de Asturias de la Concordia' prize in 2012 being of considerable importance. This recognition has generated high-profile coverage and has increased the visibility of the Madrid Food Bank's social work.

In 2013 a new relationship was formed with the University through the UPM Food Bank Chair. Although the idea arose from the FESBAL, the Madrid Food Bank was involved from the start, creating new projects in collaboration with the Planning & Management of Sustainable Rural Development Research Group (GESPLAN) at the Technical University of Madrid (UPM). In this same year, in another collaboration with FESBAL, its most ambitious project was implemented as a "rapprochement strategy" for integrating with society: "The Great Food Collection". This project was an unprecedented success at a national level, with the Madrid Food Bank distributing one and a half million kilos through 15,000 volunteers across supermarkets in the Community of Madrid, amongst which were young volunteers from the UPM Food Bank Chair.

The Madrid Food Bank's growth and new negotiations with public and private agents culminated in two new growth projects: the Southern Metropolitan Delegation in Alcorcón in 2013, and the Corredor del Henares Delegation in 2014, which has a capacity of 4,500m² and space for 6,000 pallets. With these new installations, the Madrid Food bank now has four centres (Colegio San Fernando, Mercamadrid, Alcorcón, & Alcalá de Henares) which has enabled it to increase its activity in the Community of Madrid. With the "Great Food Collection" project alone, the second edition resulted in 2,600 tonnes of food with participation from 16,000 volunteers.

Table 2: Public and Private Fundraising.

PUBLIC FUNDS RAISED	2014	2013	2012
Central Administration	90,053 €	616,711 €	45,108 €
Autonomous & Local Administrations	56,913 €	978,090 €	58,050 €
TOTAL PUBLIC FUNDS	146,966 €	1,594,801 €	103,158 €

% PUBLIC FUNDS	0.56%	5.77%	0.45%
PRIVATE FUNDS RAISED	2014	2013	2012
Subscription fees	73,782 €	71,564 €	48,063 €
Donations from individuals	126,914 €	87,101 €	75,378 €
Donations from legal entities	537,580 €	691,622 €	337,876 €
Food donations	25,448,255 €	25,175,480 €	22,146,584 €
Income from reusing pallets	9,604 €	7,374 €	10,100 €
TOTAL PRIVATE FUNDS	26,196,135 €	26,025,767 €	22,607,901 €
% PRIVATE FUNDS	99.44%	94.23%	99.55%
TOTAL FUNDS RAISED	26,343,101 €	27,620,568 €	22,711,059 €

In order to ensure the sustainability of its projects, the organisation should diversify its financing with public and private funds. According to NGO best practice, private income should not be less than 10% of total income. Furthermore, it should have a range of external finance sources which encourage sustainability and none of which should provide more than 50% of total income. As seen in the table, private income represent 95% of the average (this was 99% in 2014) and there are no finance sources which provide more than 50% of the organisation's total income continuously over recent years. This demonstrates a strong ability to negotiate with civil society and the business sector.

3.3. Technical-entrepreneurial dimension: Projects

Throughout more than 20 years of experience, the Madrid Food Bank has established itself as an organisation with a social focus which demonstrates an ability to include people, resources, processes and structures in its social projects, supported by governance and a management system. The Madrid Food Bank's objective is to achieve results – to *fight hunger and food waste in the Community of Madrid* – and to ensure there is a continued organisational development to improve the service it offers beneficiaries (non-profit entities which help people with problems relating to hunger, unemployment, family neglect and who lack financial and material resources). Its recognition and efficiency during these 20 years shows the development of organisational competencies (AEIPRO, 2014) with regards to managing social projects, specifically aligned to the mission, vision and strategy of the organisation. There is evidence of an interdisciplinary governance and management team made up of people with varied training and professional experience.

The majority of people who work for the Madrid Food Bank are currently retired and some are also part of the FESBAL management team and the Madrid Food Bank's board on a voluntary basis, including the current Director of the Madrid Food Bank.

Table 3: Training & professional experience amongst Madrid Food Bank volunteers

DEPARTMENT	AVERAGE AGE	TRAINING & PROFESSIONAL EXPERIENCE
IT	63	ADMINISTRATION, ACCOUNTING, IT, ENGINEERING
COMMUNICATION	55	ADMINISTRATION, BANKING, ACCOUNTING, BUSINESS, MANAGEMENT, MARKETING, JOURNALISM, HUMAN RESOURCES, HEALTH

SPONSORSHIP	73	ADMINISTRATION, STOCK MARKET, BANKING, ECONOMICS
GENERAL MANAGEMENT, ECONOMICS & FINANCE	63	ADMINISTRATION, MANAGEMENT, ECONOMICS, ENGINEERING, SCIENTIFIC STUDIES
SUPPLY	66	ADMINISTRATION, CHEMICAL SCIENCES, COMMERCE, EDUCATION, MILITARY, IT, ENGINEERING, HUMAN RESOURCES, TRANSPORT
BENEFICIARY ENTITIES & DISTRIBUTION	68	ADMINISTRATION, BANKING, MANAGEMENT, ENGINEERING, ENVIRONMENT, JOURNALISM, HEALTH
LOGISTICS, HUMAN RESOURCES & VOLUNTEERING	61	ADMINISTRATION, SCIENCES, ECONOMICS, EDUCATION, MILITARY, MANAGEMENT, IT, ENGINEERING, JOURNALISM, HUMAN RESOURCES

Throughout its history, the Madrid Food Bank has been designing different Strategic Plans with strategic lines that shape the activity areas: Management, Administration, Food Quality, Volunteering, Communication, Resourcing and supply, distribution and service to beneficiaries and logistics. The following diagram shows the organisation's management processes from the entry channels, the activity management body, and the distribution of products.

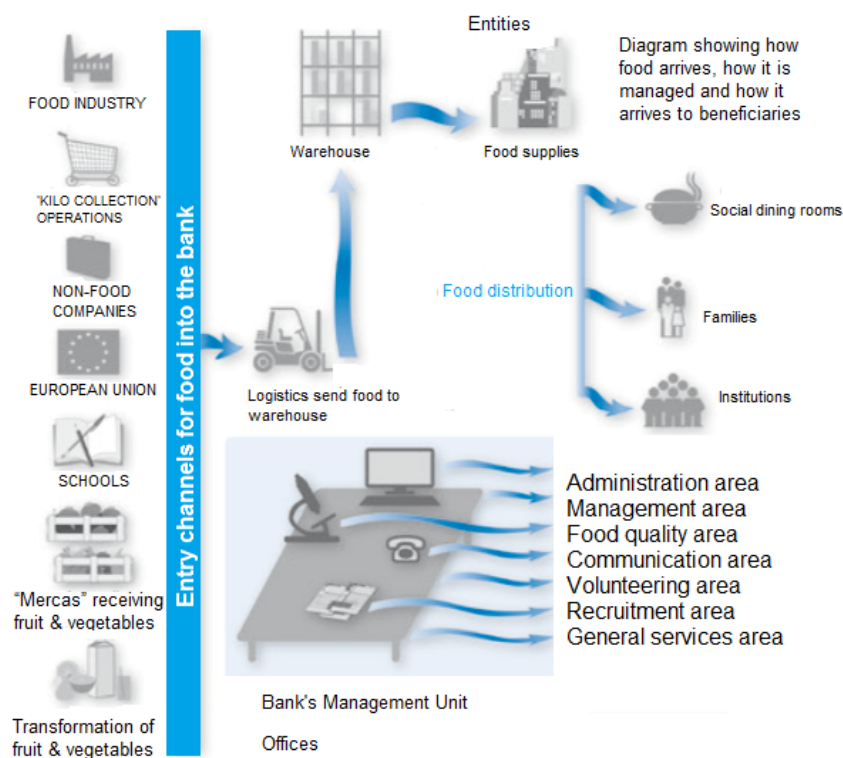


Figure 4: Madrid Food Bank management processes

The Madrid Food Bank's management body is based on four key pillars: Financial management, Sponsorship management, Communication management and General management (with the deputy management of services and supply). These all have the objective of developing and implementing social projects, based on a dual function: finding food for those people who are most in need and awareness amongst society in terms of problems associated with hunger. The **entry channels** for food from **donating entities** have different origins: Organisations which produce fruit & vegetables for removing the European Union surpluses from the market through the FEAGA (26%), Organisations of Producers (29%), Food & Agriculture companies (20%), Mercamadrid dealers (11%) and Kilo Operations carried out in different public and private centres (commercial, in education centres, universities and companies (14%). The **composition** of food products donated to beneficiary entities is made up of different products, with fruit being the main one (24%), followed by vegetables (16%), legumes (10%), dairy products (8%) and rice (7%).

During these years, the most relevant **projects** implemented by the Madrid Food Bank are: The Great Collection (collection in national supermarkets over three days); Kilo Operations (food collection in schools and companies); Street Project (project for companies to sponsor streets in the Madrid Food Bank warehouse, using their name and making an annual donation of 3,000€); and "awareness projects" (small events to raise awareness of the Madrid Food Bank's work during Volunteers' Day, Food Day, Volunteering prize). The importance of support from different types of companies (food, logistics, media, etc.) is relevant in all of these projects. The following diagram shows the evolution of **results** during the last 20 years. In 1994, 6,000 people were served whilst in 2014 this increased to 162,856 people, which is an increase of 2714%.



Figure 5: Evolution of food collected and people served between 1994-2014

The figures are also positive if we analyse the Great Food Collection. This aforementioned project has taken place over three consecutive years, starting in 2013. As shown in figure 5, since the first edition (2013) until the most recent (2015), the increase in food collected was 1.5 million kilos. It should be emphasised that the number of volunteers is increasing with each edition, reaching 17,000 in 2015.

4. Conclusion

During more than 20 years working with social projects, the Madrid Food Bank has been maturing its abilities as an organisation to establish a management and governance system that displays an equilibrium based on the Working With People Model's three dimensions – technical-entrepreneurial, political-contextual and ethical-social. They have been extending the reach of their projects, creating trust amongst society, reaching 172,400 people and 546 entities in the last year. The structure of a social organisation, aimed at people's needs, has created processes based on the WWP model which enable society to overcome adversity without relying on public resources.

Within the **ethical-social dimension**, the Madrid Food Bank has a large influence on improving society, serving people with problems relating to hunger, unemployment, family neglect and lack of financial resources. Interpersonal relationships and support values are the main foundations on which the volunteers from different areas work, along with other public and private actors, in order to achieve improvements in society. The processes also facilitate improvements in people's capabilities and skills, with ethics and values being fundamental elements in order to overcome one of society's main challenges. The sustainability of organisations aimed at development requires a change in mentality amongst society, establishing public-private alliances in order to strengthen civil society.

The Madrid Food Bank also has an influence on the **political-contextual dimension** in terms of improving society, contributing a strategic vision in the volunteering field in the Community of Madrid, coordinating activities and creating highly efficient synergies, based on the values, trust, commitment, transparency and reliability between the Madrid Food Bank organisation, the volunteers and society. Throughout these years, the personal skills of the Madrid Food Bank's directors and managers have helped to establish negotiations (public-private) and shape strategic alliances with agents across different fields, this being a key factor for the organisation's sustainability, creating environments that are conducive to the improvement of people and good governance.

The Madrid Food Bank is also set up as a social structure that operates with strong **technical-entrepreneurial** criteria, providing goods and services to society. Sustained success arises when, as well as efficiently using resources, values are created that lead to improvements in people's quality of life. This experience demonstrates a technical-entrepreneurial model, with social projects and actions that are influencing people's needs. The organisational model has allowed the Madrid Food Bank to obtain, since 2012, the Fundación Lealtad certification for complying with all of the Foundation's *Transparency and Best Practice Principles*. This is recognition for the success of project management, for demonstrating a number of factors that enable transparency and verified best practice, according to indicators verified at an international level, which respond to donors' need for information (individuals and institutions) regarding non-profit organisations and include various aspects with regards to how a social organisation functions. These 9 principles are as follows: 1) operation and regulation of the governing body; 2) clarification and publication of the social purpose; 3) planning and tracking projects; 4) communication and reliability of information; 5) Financing transparency; 6) diversity of financing; 7) controlling the use of funds; 8) presentation of annual accounts and legal obligations; 9) promoting volunteering.

The results confirm the need for a balance between the different dimensions for organisational development and management of social projects. Throughout the 20 years, it is evident that the Madrid Food Bank has the ability to implement a management and governance system based on the three dimensions of the "Working With People" model – technical-entrepreneurial, political-contextual and ethical-social – which have widened the reach of projects, creating trust amongst society, and serving 172,400 people and 546 entities in 2015.

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